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# Message from the Sheriff

This Strategic Plan is a product of a wide cross section of Sheriff's Department staff members. During the past six months, they have carefully examined all facets, programs, and challenges facing this department and designed this roadmap for the future.

With many new challenges, our foremost priority is to increase our ability to be competitive and recruit, train, and retain deputy sheriffs, correctional officers, and our diverse professional staff.

During 2006, we will also greatly modernize Sheriff's Department facilities by moving into a new state-of-the-art Auburn Justice Center and South Placer Justice Center.

Keeping pace with Placer County's historic population growth, it is our responsibility to help intelligently plan for the future. Together, we can face these new challenges and build a stronger and positive future for our employees, this department, and the residents of Placer County.

Our Core Values help remind us that this is truly a unique and very special organization that serves the public with integrity and dignity, while celebrating our special sense of purpose and love of family and community.

Respectfully,



Edward N. Bonner  
Sheriff-Coroner-Marshal



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# Mission Statement

The mission of the Placer County Sheriff's Department is to maintain the quality of life we enjoy and to ensure our county is a safe place to live, work and visit.

This will be accomplished through safeguarding individual liberties, building community partnerships, preventing crime and resolving those crimes which do occur.

We are also responsible for the professional care and custody of those confined within our jail facilities. Other duties include those of marshal, security of the courts and efficient investigation of coroner cases.

We are committed to this mission and conduct our responsibilities toward a goal of excellence and with dedication to the community we serve.





# Core Values

We will consistently strive to meet the highest standards of honesty and integrity.

We have pride in ourselves to take ownership of our work.

All department members will treat each other with dignity, courtesy, and respect, regardless of position or assignment. This leads to identical treatment of the public we serve.

We are involved in our community and seek to become a part of the world we serve.

We will achieve professional performance through continual training, education, and commitment to our duties.

Management and subordinates are mutually accountable for their performance.

There will be no tolerance for criminal misconduct by department members, on or off-duty. Such conduct will consistently be presented for legal review.



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# Strategic Planning Committee

Undersheriff Stephen D'Arcy  
Captain David Keyes, Field Operations Division  
Captain John FitzGerald, Corrections Division  
Captain Karl Fulenwider, North Lake Tahoe Division  
Captain David Harris, Support Services Division  
Barbara Besana, Administrative Services Manager  
Virginia Valenzuela, Communications Services Manager  
Lieutenant George Malim  
Lieutenant Jeff Granum  
Lieutenant Richard Tornberg  
Lieutenant Don Hutchinson  
Lieutenant Devon Bell  
Sergeant Troy Minton-Sander  
Sergeant Dan Ingalls  
Correctional Sergeant Steve Couvrette  
Correctional Officer Jake Mucher  
Dena Erwin, Community Services Officer  
Amanda Rogers, Community Services Officer  
Christine Simmons, Administrative Secretary



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# Department Staffing

## Field Operations:

161 Assigned Staff

149 Sworn Staff

12 Professional Staff

## Corrections/Courts:

174 Assigned Staff

54 Sworn Staff

87 Correctional Officers

33 Professional Staff

## Tahoe:

61 Assigned Staff

41 Sworn Staff

20 Professional Staff

## Support Services/Administration:

86 Assigned Staff

9 Sworn Staff

77 Professional Staff

## Total:

482 Assigned Staff

453 Allocations

29 Overhire Positions

## Part-Time Staff:

76 Extra Help Staff

54 Sworn Staff

13 Correctional Officers

9 Professional Staff



# Goal

## Personnel

*Assure all positions and vacancies are staffed with quality people in a timely, efficient manner and plan for future growth.*



## **Personnel**

### OBJECTIVE:

Train and equip staff to assure we meet professional standards.

### STRATEGY:

Identify all training mandates and explore new educational techniques for advanced training.

### TACTICS:

Exceed annual training compliance standards for all employees.

Streamline the process for issuing equipment and tools necessary for specific job classifications.

Continue to support specialized training for staff, such as Supervisory Leadership Institute, FBI National Academy, and professional seminars and conferences.

Implement the new POST Roll Call Training Program for Sergeants.

Participate in the new POST Distance Learning portal for continuing professional training through the secure POST internet site.

### TIMELINE:

2006 – 2010





## **Personnel**

### OBJECTIVE:

Review staffing allocations and plan for future growth.

### STRATEGY:

Evaluate staffing and ratios department-wide.

### TACTICS:

Identify current staffing allocations.

Reorganize department units based on identified needs.

Increase staffing to match population growth in order to maintain high service levels.

Coordinate planning work with county staff and developers for providing high quality law enforcement services to West Placer's new communities.

### TIMELINE:

2006 - 2010



## **Personnel**

### OBJECTIVE:

Increase number of applicants recruited by 50%.

### STRATEGIES:

Develop a recruitment marketing plan to promote department.

Determine characteristics of quality candidates and identify sources to find them.

### TACTICS:

Educate staff by providing recruitment training to current staff.

Widely distribute our recruitment video.

Update current professional displays and handout information used at recruitment fairs.

Recruit at academies and colleges.

Increase advertisements and publicity about career opportunities at the Sheriff's Department.

### TIMELINE:

2006



## **Personnel**

### OBJECTIVE:

Reduce time of hiring process by 50%.

### STRATEGY:

Identify all bottlenecks and streamline process.

### TACTICS:

Increase staff in personnel unit.

Create a dedicated position (Administrative Deputy) for recruitment and follow-up.

Provide individual follow-up with candidates.

Create disk with forms, application, and further information for candidates.

Educate current staff.

### TIMELINE:

2006



## **Personnel**

### OBJECTIVE:

Reduce voluntary separation rate by 50%.

### STRATEGY:

Create a culture more about internal community and caring about staff to build loyalty.

### TACTICS:

Identify reasons why people are leaving by conducting exit interviews, and follow-up in six months.

Conduct a survey evaluating employee satisfaction.

Create a quality control program.

Offer competitive compensation for all job classes. Start with an independent salary survey. Consider innovative incentives, i.e. supply professional uniform cleaning service.

Improve communication. Increase contact by management staff. Keep staff informed by different means, i.e. PCSO newsletter.

Create a promotional library.

Create new assignment opportunities, i.e. mandatory rotation.

### TIMELINE:

2006 – 2010



## **Personnel**

### OBJECTIVE:

Implement automated performance appraisal system.

### STRATEGY:

Increase efficiency in the completion of performance evaluations by utilizing the countywide automated system.

### TACTICS:

Train supervisory and management staff.

Put into practice the automated system for professional staff.

Follow-up with sworn staff.

### TIMELINE:

2006 – 2007



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# Goal

## Programs

*Meet community public safety needs with effective services and programs that are delivered in a manner consistent with Placer County Sheriff's Office mission and vision.*



## **Programs**

### OBJECTIVE:

Engage all employees in working towards the same goal.

### STRATEGY:

Define department goals, vision and core values. Provide training on department goals and vision to all department staff upon hiring, and reinforce with annual training.

### TACTICS:

Reinforce the Sheriff's vision/mission. Re-evaluate and update the mission statement as necessary.

Provide training on department goals, and vision upon hiring, and reinforce with annual training. Indicate how the goals and vision relate to day-to-day activities. Coordinate with sworn training cycle.

Create avenues for communication. Provide an annual "state of the department" report to all employees.

### TIMELINE:

2006 – 2010



## **Programs**

### OBJECTIVE:

Identify and prioritize community public safety needs.

### STRATEGY:

Educate the public and department employees of existing available programs, and evaluate the effectiveness of those programs.

### TACTICS:

Create a database or written material of resources and programs available. Disseminate information to all employees.

Identify programs offered by other agencies and evaluate their use in our agency.

### TIMELINE:

2006





## **Programs**

### OBJECTIVE:

Create a Homeland Security Unit within the Sheriff's Department.

### STRATEGY:

Identify one point of contact for county, regional, state and federal agencies that deal with planning and coordination of homeland security activities.

### TACTICS:

Select staff for assignment to unit.

Provide specialized training for unit.

Develop homeland security programs for county residents and Sheriff's volunteers.

Increase specialized training in homeland security techniques for Sheriff's staff.

Coordinate regional emergency preparedness training and drills.

### TIMELINE:

2006



## **Programs**

### OBJECTIVE:

Improve the customer satisfaction percentage.

### STRATEGY:

Promote ownership of the employee's service area and ensure compliance.

### TACTICS:

Define ownership to employees. Add website address to business cards. Increase beat assignment time. Encourage attendance at neighborhood watch and MAC meetings.

Through routine contacts, promote ongoing inspections by supervisors and managers.

Determine system to measure feedback from the community. Obtain baseline and annual measurements from a polling company.

Research other agency's tools to measure customer satisfaction to find successful model.

### TIMELINE:

2006 – 2010



## **Programs**

### OBJECTIVE:

Establish a Peer Support Program within the department.

### STRATEGY:

Promote a supportive environment in which employees can seek help with issues affecting their jobs.

### TACTICS:

Develop a program outline. Obtain program outlines from other agencies for ideas.

Solicit interest for Peer Support Counselors.

Provide peer support training for interested staff.

Promote the program within the department.

### TIMELINE:

2006



## **Programs**

### OBJECTIVE:

Upgrade the Sheriff's Helicopter Unit to better meet the needs of Placer County's growing population.

### STRATEGY:

For ten years, Sheriff's Air Support has operated 35 year old surplus military aircraft. It is now time to replace our aging rotary aircraft with more capable, modern aircraft that have increased safety features.

### TACTICS:

Review new helicopter features and select one that best fits our needs.

Select direct purchase or government lease option.

Identify funding mechanism for acquisition of new aircraft.

### TIMELINE:

2006 – 2007



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# Goal

## Facilities

*Operate and plan for functional, accessible, user-friendly facilities with staff and volunteers who project professionalism and pride in their service.*



## **Facilities**

### OBJECTIVE:

Plan for smooth transition into the new Auburn Justice Center and South Placer Justice Center facilities.

### STRATEGY:

Build transition teams and create a transition plan for each new facility.

### TACTICS:

Evaluate the transition plan of other county departments/buildings.

Confer with department liaison. Meet with contractors and Facilities Department. Allow staff input at all key points of transition.

Create and distribute a matrix (punch list) for identifying problems and resolving them.

### TIMELINE:

2006 – 2007



## **Facilities**

### OBJECTIVE:

Identify additional financing for the completion of the South Placer Substation remodel and move into new space.

### STRATEGY:

Ensure good communication between builders and department.

### TACTICS:

Meet with contractors and involved departments.

Allow staff input at all key points.

Obtain appropriate permits.

Complete the substation remodel.

### TIMELINE:

2006



## **Facilities**

### OBJECTIVE:

Review and implement plan for new facility for the North Lake Tahoe Substation.

### STRATEGY:

Work with senior county management on plan for building a new Sheriff/Court/District Attorney facility.

### TACTICS:

Identify funding sources.

Identify location.

Gain TRPA approval.

### TIMELINE:

2006 – 2010





## **Facilities**

### OBJECTIVE:

Evaluate and plan for transportation network and support elements for all facilities.

### STRATEGY:

Provide ongoing services, for employees, inmates, and citizens, between various facilities.

### TACTICS:

Evaluate issues with prisoner transportation to new South Placer Justice Center and North Tahoe Substation.

Explore video arraignment for inmates.

Evaluate current vehicles needs and plan for implementation of new vehicles and buses.

### TIMELINE:

2006 – 2010



## **Facilities**

### OBJECTIVE:

On an annual basis, review department's facility, equipment and transportation needs.

### STRATEGY:

Use research to determine future facility needs.

### TACTICS:

Conduct needs assessment for Sheriff's facilities (Tahoe, Colfax, Foresthill, Granite Bay).

Facilities update in technology for all public contacts starting at lobbies.

### TIMELINE:

2006 – 2010



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# Goal

## Technology

*Utilize and plan for functional, dependable and emerging technology to provide cost-effective communications and information sharing for a diverse constituency of internal and external audiences.*



## **Technology**

### OBJECTIVE:

Stabilize existing system.

### STRATEGY:

Increase and instill confidence in Information Technology Unit and existing system.

### TACTICS:

Collaborate with County Information Technology and other agencies.

Dedicate appropriate resources to identify and correct system deficiencies.

Build skill set for all employees.

Develop training plan for end-users at every level.

### TIMELINE:

2006



## **Technology**

### OBJECTIVE:

Build capacity and increase capabilities of existing system.

### STRATEGY:

Promote confidence in existing system by end-users.

### TACTICS:

Verify system data to enable reports and access to statistical information.

Evaluate need for separate report-writing vendor and implement plan.

Access District Attorney and Probation software.

Achieve ability to “switch” dispatch function from Tahoe to Auburn.

Assure support of system by increasing staff.

Assure/maintain awareness of technology changes and needs.

Development system replacement plan.

### TIMELINE:

2006 – 2010



# Technology

## OBJECTIVE:

Evaluate new and emerging law enforcement technology.

## Strategy:

Establish a culture within the organization to encourage new ideas.

## TACTICS:

Develop research & development (R&D) committee, to include subject matter experts from department. Meet quarterly, following specific agenda.

Support attendance at trade shows and vendor demos. Require “presentation” to committee by attendees.

Establish criteria for feasibility studies to evaluate new technology.

Access federal studies on new and emerging technology.

## TIMELINE:

2006 – 2010



# Technology

## OBJECTIVE:

Implement new technology that enables interoperability radio communications between public safety agencies.

## STRATEGY:

Assess existing capabilities and develop useful upgrades.

## TACTICS:

Evaluate existing technology.

Identify available “patch” to achieve radio interoperability. Evaluate county radio program to interface with surrounding agencies.

Identify viable sources/vendors for future implementation.

Identify funding sources.

## TIMELINE:

2006 – 2010



## Technology

### OBJECTIVE:

Implement system to receive cellular 911 calls at Sheriff's Dispatch Centers.

### STRATEGY:

Enhance current systems to keep us with the latest technology.

### TACTICS:

Purchase and install hardware and software upgrades.

Negotiate agreement with providers.

Increase staffing to accommodate increased call volume.

Create policies for "traveling targets."

Provide training for staff.

### TIMELINE:

2006





## **Technology**

### OBJECTIVE:

Implement Voice-Over IP and Radio IP.

### STRATEGY:

Enhance current systems to keep up with the latest technology.

### TACTICS:

Enable MDC connection to network to make booking photos and other information available to deputies in patrol cars.

Enable web query interface to make DMV and other information available to deputies in patrol cars.

Identify and establish funding.

Select vendor.

### TIMELINE:

2006 – 2010



## **Technology**

### OBJECTIVE:

Continue to improve and update the Placer County Sheriff's website.

### STRATEGY:

Enhance current systems to keep up with the latest technology.

### TACTICS:

Offer up-to-date useful information and links to visitors on our website.

Promote website as an avenue for citizens to communicate with the department.

Offer innovative tools for citizen reporting, comments and questions.

Offer innovative tools for on-line recruiting.

### TIMELINE:

2006 – 2010

